

19 JUL 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Television and the Agency

1. This does not pretend to be a paper that is formal, official, fully staffed or coordinated in detail. It responds to recent memos from OTR and MAG concerning television (TABS C and D).

2. Those papers talked of the need for centralized Agency consideration of certain aspects of TV and the MAG paper, noted by Mr. Colby, was sent to the DDN&S for comments.

3. As a result, an ad hoc group got together on 2 July to exchange views and data. The group included representatives from [REDACTED] CRS, NPIC, OTS, OTR, OJCS and COMMO. The same offices, plus OS, were represented at a follow-up meeting on 16 July, called to seek agreement on means to address the concerns expressed in the MAG paper, which saw the need for a focal-point in the Agency to deal with a burgeoning and unorchestrated investment in video equipment and facilities. The conclusions of this meeting are incorporated in the suggestions at the end of this paper. No attempt has been made, however, to obtain full agreement on all that is said here. This paper is intended as a think-piece designed to show that the role of video in the Agency is a potentially rich one and could have impact far greater than generally suspected now. (For details concerning current video activities in the Agency, minutes of the 2 July meeting of the ad hoc group are attached at TAB A.)

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4. Though the emphasis in the MAG paper was on the need for coordinating equipment procurement and facilities investment, one is struck by the dimensions of the video topic that go far beyond this legitimate but narrow concern.

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5. Video can be of importance to collection. [REDACTED]

[REDACTED] One can foresee a time when DDO reporting from abroad may lean heavily on real-time video and audio transmissions to headquarters along lines similar to those of current American news networks.

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6. Such collection will doubtless be of importance to future intelligence production. Future production is sure to involve more than mere printed text. Multi-media presentations, or at least the options for them, should be part of the production inventory. The material collected will permit of this; prime consumers of the future are likely to be more at home with a product in visible, audible, not necessarily legible, forms.

7. The collection and production of video materials will require sophisticated storage and retrieval systems to permit orderly filing and quick recall for analytical research and production. Current arrangements for analytical review of available video data require disruption of the analytical processes (one must go to a centralized viewing area in CRS to see what is available) and this in time must change. The video format, in the future, is best considered as just one more form of source material to be made directly available to analytic work areas.

8. Television is on its way to becoming a major vehicle for training purposes. Agency-produced or externally-prepared films can be made available to individuals or groups in Agency components here or abroad. The preparation and extension of such training films can be of very high value; it is a special art-form requiring special skills and expertise.

9. Video is in use by Security and the DDO for surveillance purposes. Video would appear to be a natural for such purposes and its use in this regard seems likely to grow (though the ad hoc group did not delve into this aspect in detail).

10. Television is apt to play an increasingly important role in management and in communications between working levels. Video taping of policy guidance and direction from top levels can complement printed notices or relaying (with inevitable distortion) from one level to another. Similarly, guidance and word to field units can be effectively transmitted by video (either in real time by broadcast or via pouch by tape).

11. There are, of course, major practical problems standing in the way of this description of what our future might be with regard to video:

- There is no Agency policy guidance or statement of objectives concerning television and its future in the Agency.

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- Major dollar resource investment will be required, though no one right now has a clue on what the order of magnitude would be.
- Personnel skills are not now with us to accomplish such tasks. The absence of skills is particularly real in the intelligence production area but the absence is apparent in other areas as well. The ad hoc group was impressed by the "ad-hockery" of most personnel assignments in the video field. There has been little specialized training or recruitment of special qualifications.
- We need better planning and coordination of proposals for investment in equipment (as the MAG paper points out). One particular issue in need of resolution is how to plan for centralized laboratories and facilities for the production of video films and tapes. Should there be one centralized facility or a series of them in support of special tasks?
- There is the problem of assessing the future impact of video on the Office of Communications.
- Video materials and equipment may have security vulnerabilities (e.g., emanations; controls of tapes). This needs study so that R&D might be devoted to fixes or so that risks might otherwise be reduced.

12. What this boils down to then is the need for a determination of Agency objectives with regard to video employment and for detailed follow-up by planning officers and action units.

13. At the risk of gratuitous lecturing, this paper suggests that Agency management should start by encouraging the growth of wise applications of video technology to intelligence processes. At present, video usage is so fragmented that this usage and its potential could be damaged by demanding that each component justify its current activities. Few are based on compelling requirements now, but taken as a whole they constitute a useful nucleus around which to plan the control of future growth.

14. No one Agency component now can usefully be selected as the Management Committee's action arm to track progress on whatever plans and objectives are blessed by the Committee. Among possibilities as staffs to do the planning and the tracking are:

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- a) a group made up of all the directorate planning officers;
or
- b) the Information Processing Board.

15. Whatever machinery is selected, sub-groups made up of representatives of components engaged in video activities could provide support and technical input. The participants in the 2 July and 16 July meetings saw the need for three such sub-groups:

- a) a technical working group to steer equipment procurement along compatible lines
- b) a production working group to seek optimum joint use of studio facilities, and
- c) a "library" working group to tackle the storage/retrieval and dissemination problems of videotape activities.

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OTR, and CRS were agreed upon as the logical offices, respectively, for organizing the three working groups. These groups could be set up and begin coordinating work pending a decision on the broader planning body to which they would report.

16. Whatever machinery is selected, there is a need to think of the task now as a systematic planning exercise. The purpose is to come up with plans, objectives, timetables, scenarios and options...and, above all, encouragement of the fullest possible consideration of video as a creative tool for intelligence use.

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Attachments:

- TAB A: Minutes of Agency-Wide Meeting on Coordination of TV Activities, 2 Jul 73
- TAB B: Minutes of Follow-up Meeting on 16 Jul 73
- TAB C: Memo for DDM&S from D/Training, Subj: Control of Television Services, 27 Apr 73
- TAB D: Memo for Executive Secretary, CIA Management Committee from Management Advisory Group, Subj: Coordination of Agency Video Programs, 19 Jun 73

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AGENCY-WIDE MEETING ON COORDINATION

OF TV ACTIVITIES

Date : 2 July 1973

Place : Rm 1 E 78 Headquarters

Chairman :

Recorder :

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Attendees :

CRS - Mr. Harry C. Eisenbeiss

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OC

OTR

NPIC

O/PPB

OTS/TB

DDI/Plan St-

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1. [REDACTED] opened the meeting with the observation that his chairmanship implied no claim to territorial jurisdiction. As a microcosm of the Agency, however, [REDACTED] use for TV in a variety of modes and is actively engaged in its applications.

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2. [REDACTED] recapitulated the genesis of the meeting and noted the requirement for a report of findings and recommendations to be submitted to the DBM&S by 11 July. He proposed that the participants in the meeting exchange data and views on the TV activities and plans of their components, taking special note of present and planned resource investment, and that they discuss prospects for better coordination. He proposed to circulate the draft minutes of the meeting, together with a summary of findings and a set of recommendations for the DBM&S outlining alternatives for establishing a focal point in the Agency for coordination of TV activities. There were no objections.

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3. By way of opening remarks, [REDACTED] gave his personal views on the future of TV in the Agency.

a. TV would develop into an important part of the analyst's equipment for telling his story, which would be conveyed by the most effective combination of audio-visual techniques combined with traditional forms of printed communication. Consumers, especially high-level consumers, could, in fact, be expected to come to demand information in such a variety of forms.

b. TV would acquire increasing importance as a source of intelligence information. Although communist TV broadcasts are as yet relatively unproductive sources, they will provide more information as more use is made of the medium and as the collectors acquire the analytic techniques for extracting contact.

c. TV could conceivably acquire importance as a tool of intelligence collection. Live TV coverage of events abroad by Agency personnel could, for example, some day be transmitted in real time to headquarters.

d. In the meanwhile, increasing use will be made of TV as a training device and for the dissemination of information at headquarters, within the intelligence community and to the field.

These prospects pose a broad planning task for the Agency and the entire community.

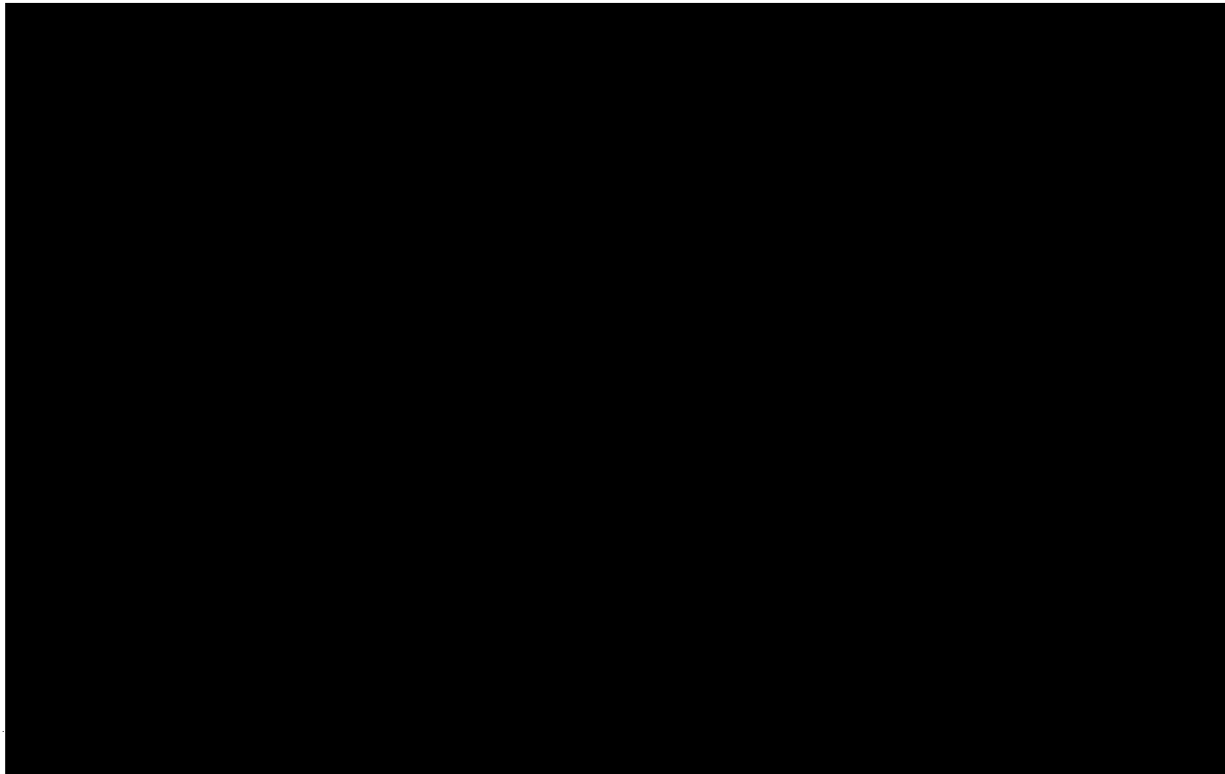
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4. [REDACTED] then requested the membership of the meeting to describe briefly the involvement of their components in TV.



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8. Speaking for CRS, [REDACTED] outlined the role of CRS as "broker" for Agency producers and consumers of video intelligence material. He noted that [REDACTED] CRS coordinated closely both operationally and with respect to equipment procurement. Pointing out that TV, film, slides and still photos were closely inter-related media and that CRS was involved in all of them, he stressed the importance to CRS of regarding video processes, from collection through editing, production, and duplication to dissemination, as a "package." [REDACTED] spoke of CRS plans to experiment with "customizing" videotapes containing intelligence materials. (Mr. Eisenbeiss interjected that a CRS experiment with this idea - the production of visual [REDACTED] as background for the President's visits to China and the Soviet Union - had been an expensive failure. The White House had shown no interest in them.) [REDACTED] put the CRS investment in TV equipment at around \$160,000.

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Manpower consists of one full-time technician and fractional involvement of management.

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9. [REDACTED] of OJCS described the use of TV in the training program of his office, illustrating his presentation with a short videotaped briefing on the topic, produced by the OJCS ADP Training Staff (ATS). In addition to training tapes from commercial sources, the branch is producing its own training tapes, using a portable studio consisting of TV cameras, microphones, a video tape recorder and a special effects generator. Response of OJCS personnel to videotape training has been enthusiastic and ATS is looking at ways to make the tapes and playback units more readily available. Among other things, the staff is negotiating with CRS over placing playback units in the Library with a supply of tapes that can be viewed on the spot and heard over earphones. [REDACTED] said that ATS has a total investment of \$10,000 - \$15,000 in TV equipment, which is almost entirely Sony. The video recorder and playback units are 1/2" reel-to-reel and 3/4" cassette units. [REDACTED] observed that the 3/4" cassette format had become the de facto standard in government and industry.) No new money is budgeted for equipment procurement, but ATS foresees a growing demand for playback capability. Equipment maintenance is performed on contract with a local commercial firm. ATS has one employee assigned full time to videotape production and handling.

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10. [REDACTED] of NPIC reported that his office has a single videotape record/playback system that has been put to good use in training applications and to record special events. NPIC has no in-house TV expertise beyond a visual information specialist in the Training Branch. Equipment maintenance is performed in-house for minor repairs; by contract for major ones.

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11. [REDACTED] explained how the NPIC video tape system has been used to maintain skills among PIs. He recounted an interesting experiment in which a TV camera was married to a stereo microscope to produce an instructional tape for PIs. The results had encouraged the Training Branch to request an R&D effort to perfect the technique. [REDACTED] foresaw much more extensive use of TV both as a training tool and as a briefing device. In response to a question, he conceded that multistation, closed-circuit TV briefings on the results of overhead photography was a possibility for the future, but said that much needed to be done in the meanwhile to explore the potential of the medium for improving training and communication in NPIC.

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12. OTR's [REDACTED] reported that his office was making considerable use of TV and video tape in its training programs, for critiquing student performance, telecasting instructional material to classrooms, providing individual instruction via tape, and enlarg-

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ing audiences for guest speakers by telecasting and tape recording for later replay. In the light of what previous speakers had revealed, he saw interoffice equipment compatibility as a problem.

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13. [REDACTED] provided more detail on the OTR's TV capabilities and applications. Production of video programs - in the creative sense, as opposed to operational use of TV - is now a significant activity in OTR, which has a studio for the purpose and employs four people full time in the work, using about \$93,000 worth of equipment. Having served as film production center for the Agency, OTR now regards itself also as the video tape production center. Its main concern is producing top quality, in-house television programming. The equipment complement is a mixture of Ampex 1" and Sony 1/2" reel-to-reel recorders and Sony 3/4" cassette units. With interchangeability of tapes being designed in by leading manufacturers, OTR feels the 3/4" cassette is the way to go in the equipment line for playback purposes. Picture quality is good enough for most purposes, although there is no question that 1" systems give better quality.

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14. [REDACTED] of OTS (formerly TSD), Training Branch, [REDACTED] noted that his office had been involved in video tape production since the mid-sixties. Although the branch's effort in the video field was small scale (\$4,000 in equipment, mostly Sony; two people) and would likely remain so, video tape had been found to be a very effective means of providing field technicians with instructions in the use and maintenance of new equipment. [REDACTED] believed it might be equally effective for the instruction of case officers, especially those working without the close support of technicians. [REDACTED] felt it is important to strive for high standards in video production so as to preserve viewer interest.

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15. OC training officer [REDACTED] reported that his office employs five Sony video tape systems (one 3/4" cassette unit and four 1/2" reel-to-reel units) in training and briefing applications at [REDACTED]. Total investment is about \$12,000. [REDACTED] believed video tape could be effectively employed for keeping overseas personnel up to date on technical matters.

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17. [REDACTED] noted in conclusion that OS and the DDO were not represented at the meeting. Copies of relevant papers will be sent to them.

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FOLLOW-UP MEETING

Date: 16 July 1973

Place: 4th Floor Conference Room, Key Building

Chairman: [REDACTED]

Attendees:

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CRS

OC

OTR

NPIC

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OJCS

OTS

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25X1A 1. The chairman opened the meeting by noting that [redacted] draft memo to the JAMES which was circulated after the first meeting had drawn favorable response, but that several participants had felt there was a need for agreement on recommendations for short-term answers to what were felt to be immediate problems. The chairman tabled a suggestion by [redacted] that the naming of a TV technical advisor/coordinator for the Agency would help meet the problem of compatible equipment procurement, and that an office with an existing TV production facility could be named as the Agency center for video tape production activities to avoid unnecessary duplication of resources.

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25X1A 2. Extensive discussion resulted in rejection of the idea of investing certain offices with responsibility for setting procurement policies or standards or for providing comprehensive services of common concern. [redacted] pointed out that NPIC, for instance, would need an in-house videotape production capability for the rapid dissemination of information; at the same time, he saw advantages in the availability of a central studio for the production of training materials. Consensus was reached that while a number of offices would have to preserve and develop TV capabilities for meeting their unique requirements, there was a considerable area of common concern that could best be served by the pooling of resources.

25X1A 3. [redacted] of OTR, seconded by others, suggested that what was needed first was a technical working group to tackle the equipment problem. He believed that the role of TV in the activities of various components would grow rapidly to the point where, in the next few years, Agency management would find it necessary to appoint a "TV Czar," but that in the meanwhile, the machinery for effective coordination should be established. After some discussion, it was agreed that [redacted] take responsibility for organizing a technical working group.

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4. The meeting also agreed on the need for similar working groups in the areas of TV production and the "library" functions of managing TV activities. OTR, with an existing video tape production capability and an Agency-wide training support role, was seen as the logical party for organizing a production working group. CRS, which has similar Agency-wide support responsibilities for the storage, retrieval and dissemination of visual materials, was agreed upon as the action office for getting together a working group on that aspect of TV management.

5. The working groups, it was agreed by those attending the meeting, should be subordinate to whatever broad planning authority was established to tackle the larger questions addressed in [redacted] memo.

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27 APR 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: Control of Television Services
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1. In a 30 March memorandum to the Management Advisory Group, [REDACTED] Chief, ADP Training Staff, Joint Computer Services states "the use of videotape equipment in the Agency is on an almost exponential growth; however, there is little or no coordination between the units using this equipment . . . there is an almost total lack of standardization of equipment." An informal survey done in OTR reached the same conclusions.
2. The scope of the TV activity and concomitant questions regarding efficient use and potential can be illustrated by a few examples. One of the Agency's primary functions in the video field is producing or recording tape. Some tape recordings are generated in CRS/PSB by expensive, broadcast-quality two-inch quadraplex recording machines which are used to copy commercial broadcasts. Whether color cameras should be added to this recording equipment to create another dimension to its capacity is a possibility that should be considered. Other production, including original tapes and closed circuit programs, is contributed by training, technical, operational, and research elements each using its own facilities which range from inexpensive cameras and 1/2 inch recorders to more expensive but modestly priced one-inch equipment operated in a studio. The independent development of each of these facilities has undoubtedly been expensive to the Agency in money and compatibility. Economy and integrated hardware is more likely to come from a planned, coordinated effort.
3. The other major area requiring attention and planning is distribution. Here too, the variety of equipment creates incompatibility and clouds future standardization. Color videocassettes appear to be dominating commercially produced training programs. Cassette units

are being bought by Government agencies and private industry. Our Agency needs to make some decisions regarding its use of cassettes, reel tapes, and cable as a means of disseminating its product.

4. Added to the production and distribution problems is the need to discuss centralized purchasing and maintenance, desirability of a central studio, the need for compiling a complete equipment inventory, establishing an equipment advisory service, disposition of obsolete equipment, and a review of staffing needs. There may be disagreement over solutions but there can be little dispute over the need in the Agency to surface these issues among those with an investment or interest in the subject. As interested parties I include [REDACTED] and TSD from the DO; [REDACTED] CRS from the DDI; ORD from the DDS&T; and OJCS, OC, OS, and OTR from the DDM&S. This list is probably incomplete.

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5. I propose the Office of Training convene a meeting inviting representatives from the above elements and any other interested parties to recommend the creation of a central body or designate an individual who will have the authority to bring the Agency's TV assets under centralized direction. There are now and will remain widely varying requirements for television equipment and services which probably would not be best served by a single element, however, the fact of diversity is a compelling reason for precise control and close coordination. We are looking for the way to put the best equipment to the best use. The meeting I propose is the first step toward that end.

John
[REDACTED]
HUGH F. CUNNINGHAM
Director of Training

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19 June 1973

MEMORANDUM FOR: Executive Secretary, CIA Management Committee
FROM : Management Advisory Group
SUBJECT : Coordination of Agency Video Programs

1. The use of both black/white and color video technology as a basic method of communications and training within the Agency is on the increase and projections are that the demands for video applications will continue to rise. All Directorates, including the DCI, now use video systems in some phase of their operations.
2. MAG recognizes the potential that exists for the effective use of the video medium. However, MAG is concerned that the current and planned for use of video technology within the Agency is not sufficiently coordinated. The evident consequences of independent video program development is the current lack of equipment standardization and the inefficient use of facilities. A less obvious impact is the dilution of in-house expertise and, consequently, a diminution of the requisite creative talents that are basic to the effective production and application of video technology.
3. It is clear to MAG that a consolidation of the programming and planning of this unique and somewhat expensive resource would reap the benefits normal to the consolidation of common-use assets. MAG is aware of several in-house Agency proposals which address this issue. MAG recommends that a focal point within the Agency be established to review and evaluate these and future proposals and that the resulting recommendations be made to the Management Advisory Committee for consideration. The existing Information Processing Staff might serve as a proper focal point.

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OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Assistant to the Executive Secretary,	6/22	<i>[Signature]</i>
2	CIA Management Committee,		
3	[REDACTED] 7E26 Hqs.		
4	<i>DDM-5</i>	6/22	<i>R</i>
5	<i>Director of Training</i>		
6	<i>Att.</i> [REDACTED]		
<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
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<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
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<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE
Remarks: <i>By 9 July 73</i> Attached are two copies of a MAG paper on "Coordination of Agency Video Programs." <i>1-4</i> <i>FOR review & comment</i> <i>to Mr. Colby. Response:</i> <i>11 July.</i> <i>ds.</i> <div style="background-color: black; width: 150px; height: 20px; margin: 5px auto;"></div> MAG Co-Chairman			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
			21 Jun 73
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